Ministry of
Forests, Lands and Natural Resource Operations

2013/14 – 2015/16
SERVICE PLAN

February 2013

BRITISH
COLUMBIA

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Message from the Minister and Accountability Statement

British Columbia is a province with a rich and varied landscape. Our forests, our mountains, our rivers, our coasts, our farm and rangelands, our abundance of natural resources – all help define us as a people and a province.

As the Minister of Forests, Lands and Natural Resource Operations, I am proud to be in charge of such a diverse ministry. The Ministry's mandate extends from fish and wildlife to heritage and archaeology to responsible use of our forests, Crown land and water resources. The Ministry helps develop our natural resources to ensure jobs and economic prosperity while providing environmental stewardship that means our children and grandchildren will continue to enjoy B.C.'s natural benefits in perpetuity.

We are now two years into a streamlined approach that integrates policy with operational resource management, creating a single land manager for the province's resource sector. This means more coordination between agencies and organizations, providing a more efficient system to support B.C. workers, businesses, investors and environment. It's a regional approach that allows us to make effective and informed decisions that take into account the needs of the communities, people and ecosystems directly affected.

Over the last year, we've built on this integrated approach with a number of initiatives designed to further enhance our ability to serve and support the natural resource sector. One of the key commitments in the *BC Jobs Plan* was for the Ministry to reduce the backlog in mining notices of work applications by 80 per cent by August 2012; and to reduce the backlog in land and water authorizations each by 50 per cent by December 2012. The Ministry achieved the reduction targets, and will be investing an additional $7 million to continue focusing on streamlining permitting processes for those authorizations. Timely decisions on natural resource development projects help improve B.C.'s investment climate.

A streamlined and integrated approach to natural resource management is even more important in these challenging economic times. The Ministry is strategically focusing its efforts on activities that will increase revenue to the Crown and promote economic activity while upholding high environmental standards. The Ministry also uses a disciplined business planning process to set priorities and manage work in order to stay fiscally responsible on behalf of British Columbians.

In Fall 2012, the Ministry also released *Beyond the Beetle: A Mid-Term Timber Supply Action Plan*, the next phase in the government's ongoing response to the mountain pine beetle epidemic. The key elements of the action plan focus on reforestation, forest inventory, fuel management and intensive and innovative silviculture. Specifically additional funding will increase the area for re-inventory from 18 million hectares to 35 million hectares, with the highest priority being the areas impacted by the mountain pine beetle.

We are working closely with communities, First Nations and industry to ensure healthy, resilient forests for future generations, and this plan puts a sharper focus on increasing the mid-term timber supply and better utilizing timber for bioenergy and other purposes, to complement the traditional focus on sawlogs. On the Coast, we're accelerating the auction of an additional 500,000 cubic metres of timber by BC Timber Sales to increase economic activity.

These are just some of the major initiatives underway in the Ministry. Clearly, there is a lot of work to do to ensure that British Columbia continues to have healthy industries that are competitive in the international marketplace, attractive to investors and able to create and sustain jobs. At the same time, we need sustainable development that protects our natural resources and our environment for generations to come.

The Ministry of Forests, Lands and Natural Resource Operations 2013/14 - 2015/16 Service Plan was prepared under my direction in accordance with the Budget Transparency and Accountability Act. I am accountable for the basis on which the plan has been prepared.

I appreciate the dedicated work of staff at all levels of the Ministry, and I look forward to working with them to put this plan into action.

Steve Thomson

Honourable Steve Thomson
Minister of Forests, Lands and Natural Resource Operations
February 5, 2013

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Purpose of the Ministry

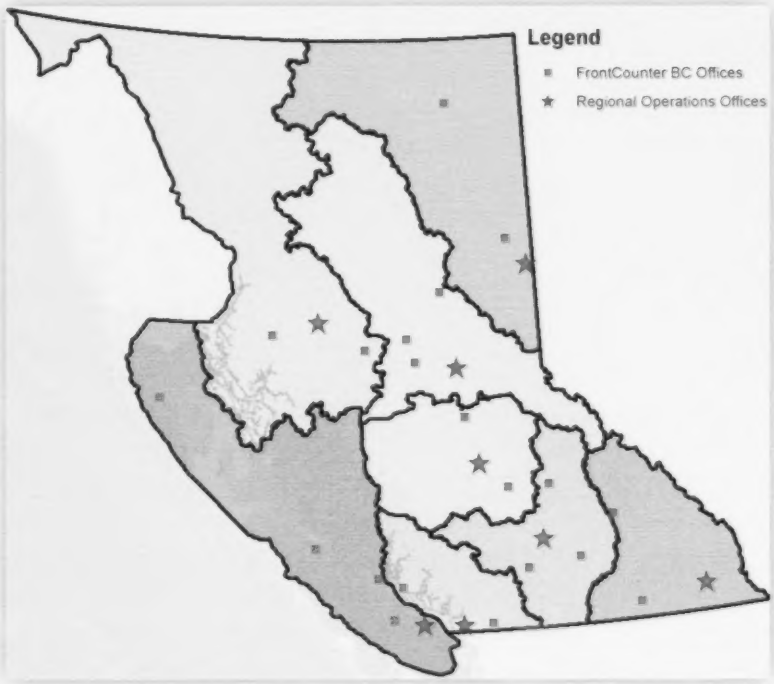
The Ministry of Forests, Lands and Natural Resource Operations delivers integrated natural resource management services for British Columbians. With a long-term vision of economic prosperity and environmental sustainability, it is the main agency responsible for establishing the conditions for access to and use of the province's forest, land and natural resources. The Ministry incorporates forests and lands policy with operational resource management, aligning and streamlining operations in delivering services to enable effective stewardship and sustainable management of B.C.'s land base for a variety of uses.

Working with stakeholders, the Ministry develops policies, programs and legislation to promote industry competitiveness, and encourage investment in and development of natural resources. It also ensures that ministry activities support sustainable development and protect the public's interest in these resources. Bringing provincial natural resource operations together into one ministry enables durable decisions that fully consider the environmental, social and economic factors of land use.

The Ministry auctions Crown timber to support the timber pricing system through BC Timber Sales. This includes preparing forest stewardship plans and logging plans; developing timber sale licences; constructing and maintaining logging roads and bridges; undertaking silviculture and forest protection treatments; and ensuring the work is carried out in a safe manner.

Aligning and Streamlining Resource Authorizations with Resource Management

The Ministry holds the legislative authority for provincial permitting and licensing activities delivered by FrontCounter BC through its coordinated, "one-window" service. Behind the counter, "One Process" administration melds numerous single agency processes for issuing authorizations, eliminating overlap and duplication while maintaining environmental standards. These streamlined processes will create predictability in the natural resource sector, better attract global investment, and provide the means to turn proposed projects into actual worksites and jobs.



Sharing Service Delivery - Provincially and Regionally

The Ministry is part of a coordinated system with provincial oversight through the Natural Resource Board and the Environment and Land Use Committee (ELUC). By working as part of a system that supports shared service delivery regionally and provincially, the Ministry ensures operational decisions on the land base match policy development, and considers region-specific interests in land use.

Resource Management Coordination

When Government's structure to manage Crown land and natural resources was reconfigured in the spring of 2011, it created an improved arena for coordination and integration. The ministries involved include: Aboriginal Relations and Reconciliation; Agriculture; Energy, Mines and Natural Gas; Environment; Forests, Lands, and Natural Resource Operations; and Jobs, Tourism and Skills Training. Under the direction of the Natural Resource Board, these ministries are making bold changes to service delivery in the natural resource sector. This sectoral approach promotes streamlined authorization processes and enhanced access to public services across the province. The reconfiguration facilitates more consistent engagement and consultation with industry, stakeholders, partners and clients. It also enhances inclusion of Aboriginal, economic and environmental considerations into decision making. The ministries are working together to make these improvements and meet the commitments of the *BC Jobs Plan*.

An integrated approach to permitting enhances our ability to meaningfully consult with First Nations. The Ministry of Aboriginal Relations and Reconciliation remains responsible for the overarching Crown-First Nations relationship as well as consultation policy, and supports all natural resource sector ministries on strategic consultation issues such as proposed policy or legislation changes. Through its New Relationship with First Nations, this Ministry along with government as a whole remains committed to constructive consultation with Aboriginal peoples on socio-economic issues and opportunities.

Open Data

In keeping with the *Citizens@the Centre: B.C. Government 2.0* strategy, the Ministry leads the natural resource sector's efforts to improve citizen engagement and open up sector data to the public. GeoBC offers geographic products and services online. The Integrated Land Resource Registry offers a complete view of B.C. Crown land status. It is a comprehensive register of legal interests, rights, designations and administrative boundaries on Crown land, including information on land and resource restrictions, reservations (e.g., parks) and locations of private land.

Strategic Context

Economic and Environmental Operating Context

The Ministry operates within the most ecologically rich jurisdiction in Canada. B.C.'s natural capital consists of ecosystem resources, land, water, forests, and plant and animal species upon which people's lives depend and which support industry. Resource industries like forestry, ranching, mining, clean energy production and outdoor recreation require continued, sustainable supplies of ecosystem goods. Safety for the general public, as well as natural resource workers, is a value that permeates ministry business. The Ministry balances the preservation, stewardship and use of natural capital with its role in encouraging a prosperous economy.

B.C.'s economic trends:

The Economic Forecast Council estimates that British Columbia's real GDP grew by 2.1 per cent in 2012 and projects that the rate of real GDP growth will remain at 2.1 per cent in 2013, before increasing to 2.5 per cent in 2014. Risks to British Columbia's economic outlook include a return to recession in the US; the European sovereign debt crisis threatening the stability of global financial markets; slower than anticipated economic growth in Asia dampening demand for BC exports; and a weakening of the US dollar disrupting the financial markets and raising the cost of BC exports abroad.

The mandate of the Ministry is broad and oversees a total land base and freshwater area that covers 94.8 million hectares with a rich resource base. Each resource has a market sector with interests in its development and use and, with competing and overlapping demands for resources, a key challenge is offering timely and sustainable decisions on resource use. Other challenges that affect the Ministry's ability to achieve its goals include considering climate change adaptation in its management of the resource base, and contributing to economic recovery.

Challenges and Opportunities

The Ministry assesses external factors that influence its operations and the risks, challenges and opportunities associated with these factors. The following is a discussion of how the Ministry manages its challenges and the opportunities they present.

Challenge: adapting to climate change.

Seemingly small changes in climate can have significant ecological, social and economic consequences, for example:

- Slightly warmer winters have contributed to the devastating mountain pine beetle infestation in the B.C. interior, which has implications for mid-term timber supply. The current infestation is the largest in North America's recorded history.
- There are growing concerns about summer water shortages on the coast and in the agriculturally-significant south central interior.

- Rising sea levels due to global warming may affect coastal communities over the next 90 years and beyond. The economic damages from existing flooding risks and climate change-related risks could translate into an annual per capita cost of over $2,000 in B.C. by the 2050s[1].
- Warmer and drier conditions predicted for the southern half of the province could increase the incidence and severity of wildfires over the next 80 years in that area. The threat to human health and infrastructure is a growing concern, as evident in the frequency of 'record' years of undesired wildfires, such as 2003, 2004, 2006, and in the many evacuation orders and alerts occurring during the summers of 2009 and 2010.
- Increased frequency and severity of wildfires and outbreaks of pests in the forest can also potentially contribute to increased landslides and debris flows.
- Snow avalanches are being linked to changes in the underlying structure of snow pack and the pattern and intensity of rainstorms that are attributed to climate change.

Opportunities: The Ministry is supporting implementation of the provincial Climate Change Adaptation Strategy, which calls on government agencies to consider climate change and its impacts by assessing business risks and opportunities.

The Ministry considers climate change in its management of natural resources; the decisions made today need to consider multiple scenarios for future climate change impacts. A better understanding of the relationship between climate change and events can help prepare for risks to the public, property and infrastructure, from small scale - such as designing road culverts to carry increased water flows over present normal levels - to large scale – actions to mitigate risks from catastrophic floods, wildfire or landslides.

The *Forest Stewardship Action Plan for Climate Change Adaptation* aims to reduce risks to and improve the resilience of B.C.'s forests to withstand the full amplitude of climate change. A tree planted today needs to be the species and provenance most likely to survive changes in temperature, rainfall and in surrounding plants and organisms. Planting seedlings adapted to future climates by assisted migration is currently underway to help maintain healthy, productive forests, and capture gains from decades of selective breeding.

'Beyond the Beetle: A Mid-Term Timber Supply Action Plan' sets out opportunities to reduce the risk to mid-term timber supply caused by the mountain pine beetle epidemic. The key elements of the action plan focus on reforestation, forest inventory, fuel management and intensive and innovative silviculture. As well, the Ministry initiated landscape fire management planning to mitigate the threat of wildfire. Those plans include creating landscape-level fuel breaks to reduce risks to communities, wildlife habitat and endangered species, recreation and tourism sites, water quality and supply, and infrastructure such as hydro lines.

The *BC Drought Response Plan* guides the provincial response to water supply shortages. The

[1] National Round Table on the Environment and the Economy. (2011). *Paying the Price: The Economic Impacts of Climate Change for Canada.*

Ministry coordinates its implementation and will continue to update the plan in order to improve the province's resiliency in the face of changing climatic conditions.

The *"Cost of Adaptation – Sea Dikes and Alternative Strategies"* is an in-depth analysis of the long-term demands that rising sea levels will place on the current dike system. The Ministry will work closely with local governments to develop a regional flood protection strategy; developing cost-effective solutions that also consider resilience to earthquakes and coastal wave and storm surge.

Challenge: competing and overlapping demands for resources.

The growth in natural resource sectors creates competition for the land base, water and resources. As development levels increase, corresponding pressures are placed upon environmental and social values on the landscape. There is a need to recognize and balance the cumulative footprint of developme on social, economic and environmental outcomes tha are of primary importance to British Columbians.

Opportunities: The Ministry is building tools to integrate competing and overlapping resource use information into government's decision-making. An integrated approach to landscape level management will benefit the resource sector with more efficient service, a sustainable environment, and resources' long-term viability while protecting habitat and other resource values. Resource stewardship is a high priority and, combined with robust monitoring, is incorporated into decision-making to enable the Ministry to manage resources sustainably.

Sector activities that overlap and contribute to the cumulative footprint on the landscape include:

- *mineral, oil and gas exploration and development; major hydro projects;*
- *transmission corridors for electricity or fuels;*
- *clean energy, such as - biomass; wind farms;*
- *community water supply storage;*
- *heritage or archaeological sites;*
- *land and forestry tenures; grazing leases;*
- *recreational uses such as - hunting and fishing; heli-skiing; and alpine resort and recreational trails development;*

– all of which involve particular interests and rights, and expectations that a specific use of the land base will be maintained or grown.

Challenge: timely access to resource decisions in support of jobs and economic recovery.

Forestry, tourism, mining and energy related industries are primary and important natural resource sector employers in many of British Columbia's communities. A thriving resource sector needs resilient communities that enjoy economically viable opportunities. With the current economic recovery in the sector creating demand for land use, any delay in resolving applications can result in lost opportunities.

B.C. has an abundance of natural resources encompassing both the fossil fuel economy (coal & natural gas) and the bio-economy (forests, marine and agriculture) which present additional investment and development opportunities. Between 2013 and 2022, tens of billions of dollars are projected to be invested in liquefied natural gas projects in British Columbia, requiring significant numbers of skilled workers during construction. When resource-based industries increase their investments in new projects, one effect is a larger workload in permitting and approvals. The increased volume, coupled with increasingly complex reviews, can create delays and backlogs.

Opportunities: The Ministry is working to ensure there are clear and timely processes for communities to access information about Crown lands and major projects. The Ministry continues to work to reduce the backlog and shorten turnaround times for resource applications by streamlining processes, with the need for expediency balanced with consideration of environmental and Aboriginal interests.

Another action is the recent investment of $21 million over three years for the maintenance and operation of provincial heritage sites – significant tourism attractions that play a valuable economic, educational and cultural role.

The Ministry leads a strategy to aid recovery and advance sustainability in the forest sector as a whole: *Our Natural Advantage: Forest Sector Strategy for British Columbia*.

Work is currently underway to establish a more diverse bio-economy in B.C. to take advantage of new and existing markets. New uses of biomass for energy and a wide variety of products offer great potential for further developing an economy based on renewable raw materials and energy sources.

Goals, Objectives, Strategies and Performance Measures

The Ministry of Forests, Lands and Natural Resource Operations makes timely and durable decisions on the land base, while balancing economic prosperity and environmental sustainability. Overall, the Ministry is focused on:

- integrating policy with operational land management, enabling us to effectively and sustainably manage B.C.'s land base for a variety of uses;
- promoting economic development and excellent public service to communities across British Columbia;
- ensuring environmental standards are upheld and environmental sustainability is achieved with resource use activities in British Columbia; and
- increasing the efficiency of public service delivery to meet the budget and demographic challenges facing government.

The set of ten performance measures for this three year period reflect government's priorities of jobs, families and economic recovery, in balance with the Ministry's stewardship and environmental values. In keeping with the *BC Jobs Plan* to attract new investment and open new markets for B.C.'s products and services, the Ministry is focusing on reducing the time it takes for natural resource development businesses to get decisions on approvals and permits – while honouring environmental values and the committment to consult with First Nations.

There is one new performance measure that assesses the quality of natural resource stewardship data on which resource decisions are based. Nine measures continue from last year's plan, two of which address *Jobs Plan* targets; one addresses service quality; one assesses resource law compliance; one tracks revenue generated by the sector; and four others address natural capital, dam safety, timber supply and stewardship values.

Goal 1: Efficient, citizen-centred public service delivery.

Objective 1.1: Streamlined authorizations processes.

Strategies

- Implement common standards among provincial and federal natural resource sector agencies and a coordinated, streamlined approach to resource use authorizations, particularly for projects requiring multiple approvals.
- Streamline the efficiency of online service delivery and improve timelines, for example by implementing electronic authorizations, licensing, payment and permitting options, and client-directed authorizations.
- Serve clients better by collaborating with natural resource agencies, federal agencies and municipalities to harmonize regulations governing land-based decisions.

Performance Measure 1: Natural resource authorizations turnaround time reduction.

Performance Measure	2011/12 Baseline	2012/13 Forecast[2]	2013/14 Target	2014/15 Target	2015/16 Target
Average number of days turnaround time for new mining Notice of Work (NoW) applications[1]	110 days	80 days	60 days	60 days	60 days

Data Source: Ministry of Energy, Mines and Natural Gas.

[1] The measure differs from last year's plan in that the former targets for reducing mining NoW applications backlog were achieved so no longer appear in the table.

[2] The forecast for 2012/13 reflects current progress towards the *BC Jobs Plan* commitment of an average 60 day turnaround time from 2013 onwards, as shown as of 2013/14.

Discussion

This performance measure supports commitments from the *BC Jobs Plan*, and assesses one aspect of the broader Ministry commitment to streamline the regulatory framework for managing the province's forests, lands and natural resources. Responsibility for achievement of the targets is shared with the Ministry of Energy, Mines and Natural Gas.

This measure previously included a reduction of backlog in Notice of Work applications by 80 percent by August 2012. Since that backlog target was achieved the measure was changed to focus on reducing application turnaround times. As well, significant gains were made to reduce the backlog of *Water Act* and *Land Act* applications by 50 per cent by December 31, 2012. The current target is to maintain an average 60 day turn around for all new notice of work applications from 2013 onwards, while continuing efforts to reduce backlog on *Water* and *Land Act* applications.

Tracking backlog reduction with this performance measure reflects the relative variance from the backlog threshold and assesses progress in achieving the elimination of backlog through streamlining the authorizations processes.

Objective 1.2: Integrated and coordinated client services.

Strategies

- Integrate decision making by streamlining authorization processes, harmonizing regulatory requirements and integrating electronic systems.
- Implement an integrated multi-agency strategy to streamline the approval process for multi-agency major projects.
- Focus natural-resource-use-authorizations services on clients' needs by being responsive to the interests of citizens and businesses, exploring new client engagement mechanisms to improve relationships and services, and enhancing access through electronic submission options.
- Develop new geospatial products and services to support resource management decisions, environmental stewardship and the evolving needs of the broad natural resource sector.

Performance Measure 2: Client satisfaction with natural resource authorizations services.

Performance Measure	2007/08 Baseline	2012/13 Forecast[1]	2013/14 Target[2]	2014/15 Target	2015/16 Target
Client satisfaction success score.	71	82	82	84	86

Data Source: FrontCounter BC Authorization Tracking System and BCStats Client Satisfaction Survey.

[1] Forecast and targets are set using 18 month trending, and consider operational context (e.g., creation of Ministry of Forests, Lands and Natural Resource Operations in March 2011).

[2] For 2013/14 the target is being held at 82 points as the Ministry will be expanding its electronic application submission process to include water, land and notice of work applications – this is anticipated to cause a significant change to client service and may have a short term impact to client satisfaction.

Discussion

The client satisfaction success score measures client satisfaction with natural resource authorization services through data collected by FrontCounter BC and combines two aspects: business' and individuals' ability to obtain information and assistance with preparing applications for resource-use authorizations; and client satisfaction with the overall authorization process across natural resource sector ministries. This measure supports the Ministry vision and enables staff to be client focused in their service delivery, to be responsive to the needs and interests of citizens and businesses, and to assist partner agencies with delivering client-centric services.

The Ministry compares its client satisfaction success scores against similar organizations across Canada and strives to achieve a 'best-in-class' score. B.C. has set annual success score targets incrementally to match the best-in-class benchmark of 86 by 2015/16. Through a one window, streamlined service, the province offers a high quality client experience that assists clients through the regulatory process and strives to make B.C. a preferred choice for investment dollars.

The baseline client satisfaction rating of 71 was established in 2007 through FrontCounter BC; this was achieved after sufficient data had been collected by BCStats, the Province's independent statistics agency. Client satisfaction scores provide a comprehensive measurement of service excellence and provide important data that enables operational improvements to be made that have a direct impact on a client's experience with government.

Goal 2: Coordinated and sustainable management, use and stewardship of B.C.'s natural capital.

Objective 2.1: The development and use of natural resources are accomplished within the standards set out in the Ministry's legislative and regulatory framework.

Strategies

- Develop the information, policy, tools and practices necessary to embed climate change adaptation considerations and actions into management of natural and heritage resources.
- Enhance public trust in natural and heritage resource management practices and operations by promoting values-based decision making principles and engaging with stakeholders and communities.
- Develop policy and tools to support assessment and consideration of cumulative effects in natural resource decision-making.
- Enhance natural resource stewardship through effective compliance and enforcement actions that include inspections and investigations on major projects, water use, land use and forestry.

Performance Measure 3: Monitoring statutory requirements within the resource management sector[1]

Performance Measure	2012/13 Forecast[3]	2013/14 Target	2014/15 Target	2015/16 Target
Per cent of the regulated community's compliance with statutory requirements[2]	80%	85%	90%	90%

Data Source: Ministry of Forests, Lands and Natural Resource Operations Compliance Information Management System

[1] The title of this performance measure was changed over the last two years – in the 2011 plan it was "Compliance with resource laws" and in the 2012 plan it was "Meeting management and use standards"

[2] 'Regulated community' includes all persons (including licensees, contractors, public and government) subject to statutory obligations within the Ministry's mandate.

[3] With the restructure of the natural resource sector, the Ministry's compliance and enforcement obligations expanded significantly beyond forest-related Acts and Regulations; including statutes that are new to the program, i.e., *Land Act, Water Act* and *Wildlife Act*

Discussion

This measure demonstrates how well the regulated community is complying with their statutory obligations under various natural resource management Acts and their associated regulations. The regulated community includes all companies and persons subject to statutory obligations within these Acts and regulations, including those operating in the forestry, tourism, recreation, mining and energy sectors.

This indicator is measured as the number of inspections that are in compliance against the total number of inspections completed. Inspection priorities are based on an assessment of risk to public health and safety, as well as contributing to significant social and economic values. Enforcement includes a range of actions depending on the severity of the contravention such as fines, stop work orders, remediation orders or incarceration.

Over the next three years, compliance targets under this objective will be adjusted to reflect a significant learning curve for both the regulated community and staff with respect to the expanded mandate of compliance within the Ministry. As well, the move to a new streamlined compliance legislative framework designed to facilitate more effective and efficient compliance actions across the sector will be considered.

Performance Measure 4: Resource decision data quality index

Performance Measure	2012/13 Forecast[2]	2013/14 Target	2014/15 Target	2015/16 Target
Quality of resource monitoring data used for resource stewardship decisions[1]	N/A	7.1	8.0	8.8

Data Source: Provincial and Regional Operations.

[1]Index is an average of four dataset quality indices to a maximum score of 10: inventory; wildlife; Forest Range Evaluation Program (FREP); and Reporting Silviculture Updates and Land status Tracking System (RESULTS).

[2] Since the measure was newly developed this year, there was no 2012/13 forecast available.

Discussion

This new performance measure exemplifies the Ministry's focus on continuous improvement of the quality and integrity of data from across a broad range of resources used to inform resource stewardship decisions; the better the quality and integrity of the data, the more informed the decision. Continuous improvement of data highlights the Ministry's commitment to sound resource stewardship using the best available information.

The Ministry collects and monitors the data and information that is used as the basis for sustainable resource management decisions. This index assesses improvement in the quality of select information that includes forest inventory, wildlife inventory, resource values, and harvesting data. These four information sources were chosen for their utility and impact in making stewardship decisions, and were the focus of recent resource management challenges. Each dataset was evaluated for quality and integrity, and areas for improvement were identified. Datasets were then ranked from 1 to 10, with 1 being the poorest and 10 being the best quality. This index synthesizes the four individual dataset indices to better gauge how well the Ministry is improving the overall quality of data used to inform stewardship decisions.

Improvements in the quality of the Ministry's monitoring data will help to ensure that the best information is available to make sound and durable resource management decisions that benefit British Columbians for generations to come.

Objective 2.2: Natural resource productivity is optimized through conservation, stewardship, and effective policy, legislation and external relationships.

Strategies

- Work in partnership with natural resource ministries to renew natural resource policy and legislation that recognises requirements for resilient ecosystems and species, while streamlining regulation to improve competitiveness.
- Increase ecosystem health by working collaboratively with multi-sector partner groups and First Nations by restoring degraded ecosystems through invasive plant management, ecosystem restoration, remediation and best management practices.

- Through Government's *'Beyond the Beetle: A Mid-Term Timber Supply Action Plan'* look for opportunities to improve timber quality and supply through reforestation, forest inventory, fuel management and intensive and innovative silviculture.
- Protect life and values at risk and encourage sustainable, healthy, resilient ecosystems by implementing the B.C. Wildland Fire Management Strategy.
- Advance professional reliance and the use of qualified professionals by establishing clear accountabilities and an environment that supports innovative practices.
- Facilitate bio-economy opportunities through ministry policy, legislation and external relationships.
- Make decisions that consider landscape level condition and cumulative effects on key environmental, social and economic values, including historic and archaeologically significant places.
- Foster engagement with First Nations and local governments in landscape level approaches to management.

Performance Measure 5: Mountain Caribou herds meeting recovery objective.

Performance Measure	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Number of Mountain Caribou herds in recovery [1]	4	9	14	14

Data Source: Species at Risk Recovery Implementation Section, Fish Wildlife and Habitat Branch, Ministry of Forests, Lands and Natural Resource Operations

[1] Mountain Caribou are a species at risk and herds are in decline. The Ministry is under Cabinet directive to halt the decline by 2014. Targets are the progressive accumulation of Mountain Caribou herds that are expected to be stable or increasing over the next three years until the final target of 2014 is attained.

Discussion

British Columbia is home to all of the world's mountain caribou. Mountain caribou rely on old forest in south-east interior mountains for winter habitat. Mountain caribou have been in decline over the last decade or more due to historic overhunting and habitat destruction. They currently face significant predation pressure from wolves, cougar and bears.

In 2007, government set goals to stop the decline in mountain caribou by 2014 and set recovery numbers to 2,500 by 2027 in its mountain caribou recovery implementation plan. The recovery plan supports B.C.'s commitments to the national Protection of Species at Risk Accord.

The Ministry has completed management action to protect high value habitat, reduce disturbance from motorized winter recreation and reduce predation. Augmenting small populations and more aggressive predator control will occur as the need arises over the next few years. Winter surveys of caribou herds, at least every third year, will assess how effective these management actions are at meeting the Mountain Caribou Recovery Implementation Plan goals, specifically stopping the decline by 2014.

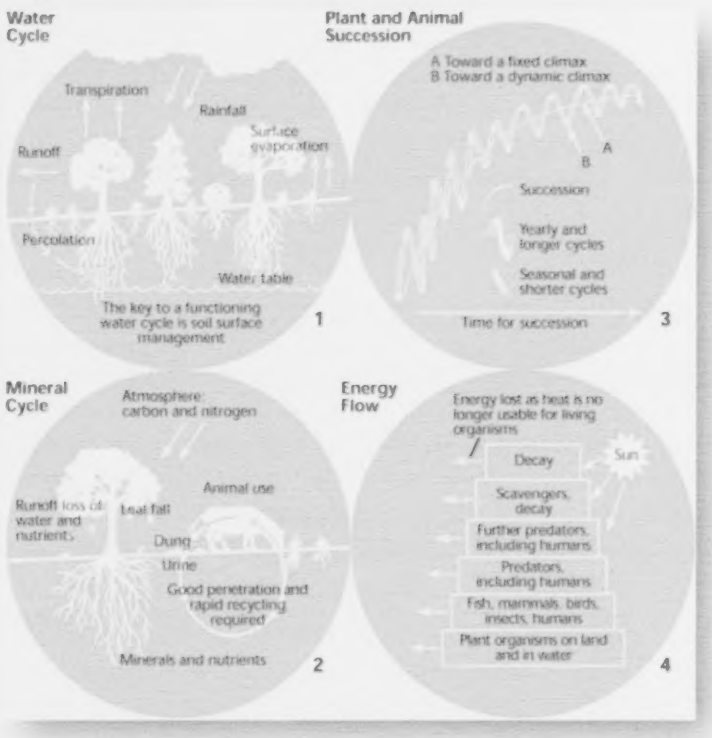
Performance Measure 6: Recovery of open forest and grassland ecosystems

Performance Measure	2012/13 Forecast	2013/14 Target[1]	2014/15 Target	2015/16 Target
Number of hectares of ecosystems in recovery mode	12,000	15,000	21,000	27,000

Data Sources: Land Based Investment Strategy - Categories: Range Remediation; Ecosystem Restoration; and Invasive Plant Management. Invasive Alien Plant Program database. District range reports. Ecosystem Restoration Steering Committee reports.
[1]Targets are cumulative over the three year period with an expected increase of 3,000 hectares recovered in 2013/14, and 6,000 hectares recovered per year in 2014/15 and 2015/16 based on current funding levels, and include an aggregate total of Range Remediation, Ecosystem Restoration, and Invasive Plant Management annual targets. Targets for 2013/14 and 2014/15 differ from the previous service plan to reflect changes in funding levels.

Discussion

This measure assesses one aspect of the Ministry's efforts to maintain ecosystem health through the recovery of open forest and grassland ecosystems, which include riparian and subalpine types that are particularly vulnerable to commercial and recreational use. The measure uses data from inspections and audits which confirm that degraded ecosystems are effectively remediated and in recovery. Biodiversity, wildlife habitat, forage, wood fiber, clean air and water, and recreation and economic opportunities are the products of healthy ecosystems.



Ecosystem health is determined by the state at which soils and ecosystem processes are maintained. The spheres diagram to the right illustrates four key processes - water cycle, mineral cycle, plant and animal succession, and energy flow - and their interrelationships.

Ecosystems are degraded by the spread of invasive plants, intensive recreational activities, grazing practices, forest encroachment, and urbanization. A changing climate will compound the ecological changes arising from the need to suppress unwanted wildfire in the dry forests of the interior. Excessive in-growth in once open forests, and trees encroaching onto historic grasslands, have a negative effect on ecosystem resiliency with increased wildfire hazard and eroded forage supply, wildlife habitat and First Nations cultural values.

Performance Measure 7: Timber volume gain from silviculture investments.

Performance Measure	2012/13 Forecast	2013/14 Target[2]	2014/15 Target	2015/16 Target
Timber volume gain (millions of cubic metres) expected in 65 years from silviculture treatments completed[1]	7.7	8.3	8.3	8.3

Data Source: Volume gains (millions of cubic metres of wood) estimated using data submitted by licensees and the Ministry to RESULTS (Reporting Silviculture Updates and Land status Tracking System) and SPAR (Seed Planning and Registry System).

[1] Gain as compared to basic reforestation using natural unimproved seed sources; "Timber Volume gain" includes incremental growth associated with silviculture treatment (planting using select seed, rehabilitation, juvenile spacing, and fertilization) and is based on the estimated total accumulated volume gains in 65 years.

[2] Targets are based in part on Land Based Investment Strategy (LBIS) funding, and are also influenced by licensee activity. Targets are forecast based on activity from the previous 2 years as, for example, seedlings sown in fall 2011 for planting in spring and summer 2013 influence targets in 2013/14.

Discussion

This measure compliments attainment of the provincial sustainable harvest level targets: 57 million cubic metres per year during the mid-term, and 65 million cubic metres per year for the long-term. The targets are derived from the projected sustainable harvest levels in the most current timber supply review for various B.C. management units. Timber supply review assesses each management unit's long-term sustainable harvest level, and analyzes projected timber supplies in the short-medium- and long-term. The projected provincial sustainable harvest levels are based on B.C.'s 22 million hectare timber harvesting land base and account for factors such as existing stand volumes, reforestation, forest growth, and the conservation of wildlife, tree and riparian reserves, water, fish and wildlife habitat, and biodiversity.

The factors that can influence timber supply are dynamic and can change significantly over time, such as the mountain pine beetle epidemic. Through the timber supply review update process the Allowable Annual Cut (AAC) is determined, and mid- and long-term harvest level targets are refined on a regular basis. The Ministry monitors trends in harvest and ensures that current silviculture practices are consistent in the timber supply review. Silviculture practices support the achievement of

timber supply objectives. For example, as set out in *'Beyond the Beetle: A Mid-Term Timber Supply Action Plan'*, seedlings are planted from required select seed sources to promote production of quality commercial timber, and diversity and resilience in future forests.

Targeted forest health activities maintain the forest over time in consideration of climate change. In B.C., there is a legal obligation to reforest harvested areas that is part of the basic silviculture program. B.C.'s Forests for Tomorrow is the silviculture investment program that invests in a diversity of timber and non-timber values. For example, the program rehabilitates areas impacted by the mountain pine beetle or wildfire.

The performance measure accounts for Forests for Tomorrow investments and volume gains from the required use of select seed. Approximately half of the volume produced in the measure is related to future program activities that are not currently accounted for in current AAC determinations; so is incremental to the 65 million cubic metre per year long-term harvest level target. Increases in this year's targets reflect increased numbers of tree seedlings sown with select seed and increased area to be planted by Forests for Tomorrow.

Objective 2.3: Safe and environmentally responsible natural resource management practices.

Strategies

- Remediate Crown Contaminated Sites to ensure clean land and water for the protection of human health and the environment.
- In cooperation with industry, enhance collaboration to improve environmental and safety management through ministry business and policy development.
- Continue a management system approach to resource worker safety, sustaining and using the current safety management system.
- Effectively monitor and manage risks to public health, public safety and the environment, such as unwanted wildfire, flood hazard, and contaminated sites.

Performance Measure 8: Dam safety inspection compliance.

Performance Measure	2002/03 Baseline[2]	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Percentage of owners of High, Very High and Extreme Failure Consequence Classification dams that complete the required inspections and return the Inspection Compliance Form[1]	62%	91%	92%	93%	94%

Data Source: Water Management Branch, Ministry of Forests, Lands and Natural Resource Operations

[1] Based on Inspection Compliance Form returns from owners of the approximately 339 High, Very High and Extreme Consequence Classification dams in British Columbia. The number of dams increased by 23 from last year due to a change in the classification of dams resulting from reviews conducted by Dam Safety Officers in 2012, therefore the 2012/13 Forecast has been held at 91%, the same as in 2011/12.

[2] Percentage of owners of High and Very High Consequence Classification dams that returned the Inspection Compliance Forms for 2002/03. The 'Extreme' classification did not exist at that time.

Discussion

Data for this performance measure has been collected since inception of British Columbia's Dam Safety Program Compliance Strategy in 2002/03, providing a well established baseline.

In fall 2011, the Dam Safety Regulation was amended including changes to the dam failure consequence classification to bring it in line with the Canadian Dam Association classification system. Under the authority of the Dam Safety Regulation, of the *Water Act*, all B.C. dam owners with High, Very High or Extreme Downstream Consequence Classification dams are required to complete an annual compliance form to confirm the status of their dam inspection program. The results are used by the Water Management Branch to determine whether dams are being inspected and maintained by the owners as required.

Every five years, each high, very high and extreme consequence dam receives a site audit by a Ministry Officer. Significant consequence dams are audited every 10 years. Compliance and audit results are available after May 31 in the Dam Safety Program Annual Report.

Goal 3: Productive, thriving natural resource sector and resilient communities.

Objective 3.1: Natural resource decisions and dispositions support community needs and provincial priorities, and encourage private investment.

Strategies

- Manage and resolve high value land disposition proposals, often involving multiple government agencies and parties, to advance government priorities and provide broad public benefit.
- Encourage industry and private investment by providing clarity and predictability in permitting.
- Remove barriers and create the conditions that encourage investment, access and development of natural resources and developable Crown land.
- Ensure durable decisions and improved delivery of appropriate natural resource sector major projects.
- Develop and coordinate consistent and effective First Nation consultation function for the natural resource sector to respect First Nation interests in the land base.
- Foster an efficient and innovative market-based operating climate and support the diversification of natural resource product markets and Crown land utilization.
- Continue to engage with communities, First Nations and key stakeholders to address impacts of the mountain pine beetle through Government's *'Beyond the Beetle: A Mid-Term Timber Supply Action Plan'*.

Performance Measure 9: New mines and expansions to existing mines.

Performance Measure	2012/13 Forecast	2013/14 Target	2014/15 Target[1]	2015/16 Target
• Number of new mines in operation	2	3	2	2
• Number of expansions to existing mines	2	4	2	2

Data Source: Ministry of Forests, Lands and Natural Resource Operations Major Projects Office; Data analysis by Ministry of Energy, Mines and Natural Gas.

[1] Annual targets are discrete (not cumulative). The *BC Jobs Plan* committed to 8 new mines and 9 expansions to existing by 2015. The second part of the measure was changed to "Number of expansions to existing mines," in order to better reflect the language of the *BC Jobs Plan*..

Discussion

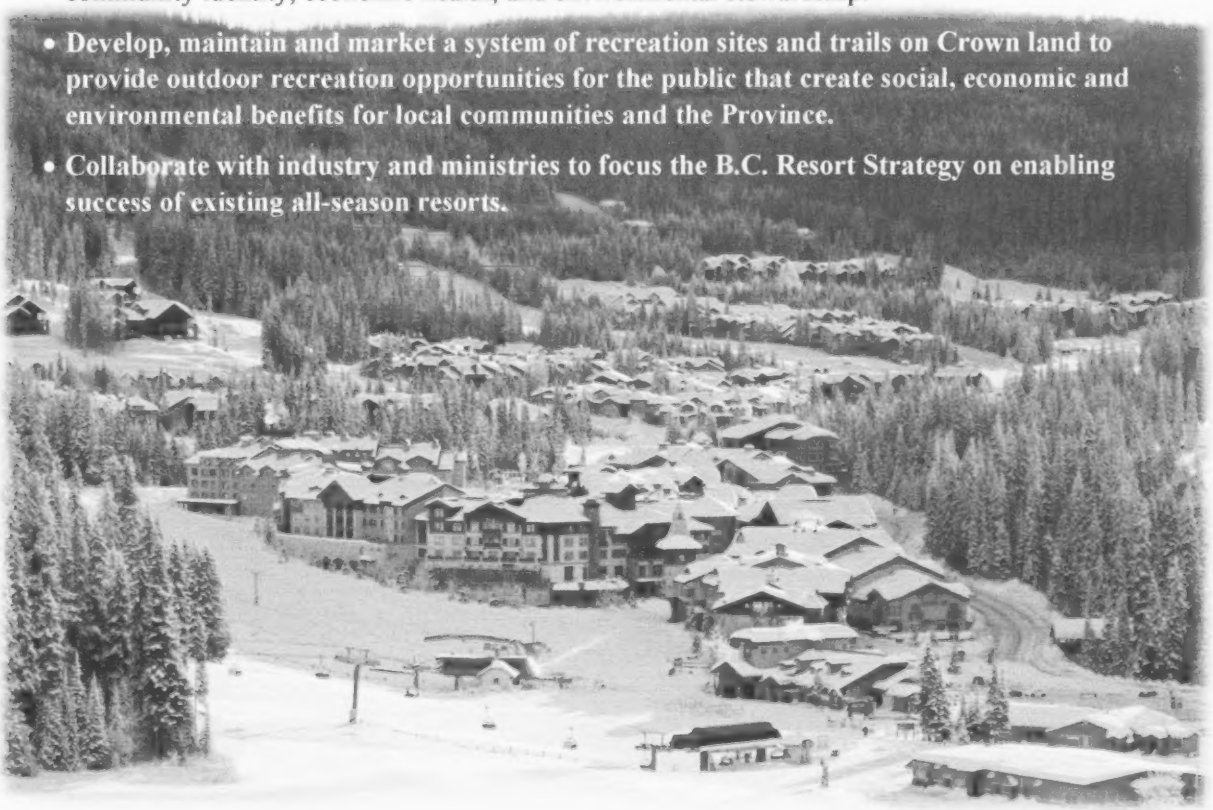
This performance measure is shared with the Ministry of Energy, Mines and Natural Gas. The annual targets support commitments from the *BC Jobs Plan* to see, in concert with the private sector, a total of eight new mines and nine expansions to existing mines by 2015. The target for total 'Number of expansions to existing mines' remains at six for the two years 2012/13 and 2013/14; however, the year in which the expansions are forecast to occur has been adjusted. These changes are the result of the challenges in predicting the actual timing of mine expansions which are determined by various factors, including market conditions. A major project, such as a mine, can create hundreds of jobs throughout its lifecycle. Selecting mining projects as an indicator, the measure can help the Ministry assess the transparency and predictability of the regulatory review process for major projects.

Recent growth in the number of major projects, and the need to meet legal responsibilities for First Nations consultation associated with regulatory decisions, necessitated a system-wide approach for project management. In response the Ministry created a Major Projects Office with overarching project coordination, effective project management and accountable leadership on major projects. The Ministry is working collaboratively with other natural resource agencies to identify opportunities to improve the delivery of natural resource sector major projects within the context of existing regulatory review processes.

Objective 3.2: Economic benefits of natural resource development are optimized.

Strategies

- Set the operating context, through policy and regulation, to support sustainable use of natural resources and optimize revenue generated by the natural resource sector.
- Support the implementation of initiatives that contribute to a globally competitive and sustainable sector.
- Include First Nations as a full partner in the forest sector through the *First Nations Forest Sector Strategy*.
- Continue to build partnerships with local governments, other agencies and First Nations to identify sustainable resource development opportunities and support priority treaty and reconciliation initiatives.
- Improve forest fibre utilization to support further manufacturing and bioenergy through Government's *'Beyond the Beetle: A Mid-Term Timber Supply Action Plan'*.
- Strengthen the contribution of B.C.'s historic places, including provincial heritage sites, to community identity, economic health, and environmental stewardship.
- **Develop, maintain and market a system of recreation sites and trails on Crown land to provide outdoor recreation opportunities for the public that create social, economic and environmental benefits for local communities and the Province.**
- **Collaborate with industry and ministries to focus the B.C. Resort Strategy on enabling success of existing all-season resorts.**



Performance Measure 10: Government revenue derived from the use of Crown land and natural resources.

Performance Measure	2012/13 Forecast[1]	2013/14 Forecast[2]	2014/15 Target[2]	2015/16 Target[2]
Forests[3]	$503 M	$580 M	$620 M	$664 M
Crown Lands	$59 M	$123 M	$84 M	$94 M
Natural Resource Operations	$453 M	$475 M	$457 M	$460 M
Total ministry revenue	$1,015 M	$ 1,178 M	$1,161M	$1,218 M

Data Sources: (See footnotes, below)

[1] Based on the Ministry's 3rd quarter revenue forecast. Revenue forecasts are regularly revised to reflect changes in market conditions and timing of land sales completions. Unique to this fiscal year, land registry fees were reclassified from forests revenue to natural resource operations revenue. These factors are reflected in the revised forecasts.

[2] Based on the Ministry's 2013/14 Budget Estimates Forecast (excludes logging tax, commissions payable and other provisions).

[3] The Forest revenues are based on Timber Pricing Branch & Ministry of Finance consensus of commodity prices and harvest volumes utilized in the forecast modeling analysis.

Discussion

The Ministry's influence on this measure is from policy, regulation and permitting processes that contribute to an operating environment conducive to revenue generation. A portion of the revenue is realized from ministry activity that directly supports BC Timber Sales and Crown land sales. This indicator depicts what government can expect to see generated as revenue into the Provincial consolidated revenue fund, based on analysis of Crown forest and land activity under prevailing economic and market conditions.

The forests revenue includes stumpage (i.e., from timber tenures and BC Timber Sales) and other forest revenues (i.e., Softwood Lumber Border Tax, log export fees, annual rents and fees, waste, etc.). Crown land revenue is generated from Crown land tenures, Crown land sales and Crown land royalties. Natural resource operations revenue is generated primarily from water licences and rentals and *Wildlife Act* fees and licences.

Ministry Resource Summary

Core Business Area	2012/13 Restated Estimates[1]	2013/14 Estimates[2]	2014/15 Plan	2015/16 Plan
Operating Expenses ($000)				
Integrated Resource Operations	58,725	58,379	58,513	56,267
Resource Stewardship	102,211	66,953	94,783	94,783
Tenures, Competitiveness and Innovation	13,637	13,469	13,534	13,534
Timber Operations, Pricing and First Nations	23,889	23,642	23,737	23,737
Regional Operations	115,488	114,777	114,872	114,872
Executive and Support Services	65,144	63,294	63,725	63,725
Direct Fire	63,165	63,165	63,165	63,165
BC Timber Sales	159,034	157,791	158,976	159,291
Crown Land	20	20	20	20
Total	**601,313**	**561,490**	**591,325**	**589,394**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services	27,723	29,952	25,807	23,767
BC Timber Sales	27,500	28,800	28,000	29,700
Total	**55,223**	**58,752**	**53,807**	**53,467**

Other Financing Transactions ($000)				
BC Timber Sales Disbursements	(61,900)	(64,000)	(59,900)	(60,800)
Crown Land Administration Disbursements	(5,878)	(6,764)	(6,382)	(6,382)
Crown Land Special Account Receipts	70	70	70	70
Habitat Conservation Trust Receipts	6,000	6,000	6,000	6,000
Habitat Conservation Trust Disbursements	(6,000)	(6,000)	(6,000)	(6,000)
Tourism Development Disbursements	(600)	(600)	(600)	(600)
Total Receipts	**6,070**	**6,070**	**6,070**	**6,070**
Total Disbursements	**(74,378)**	**(77,364)**	**(72,882)**	**(73,782)**
Total Net Cash Source (Requirements)	**(68,308)**	**(71,294)**	**(66,812)**	**(67,712)**

[1] For comparative purposes, amounts shown for the 2012/13 have been restated to be consistent with the presentation of the 2013/14 Estimates.

[2] Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates.

Forest Practices Board Resource Summary

The Forest Practices Board is an independent watchdog for sound forest and range practices in British Columbia's public forests and rangelands. It informs both the British Columbia public and the international marketplace of forest and range licensees' performance in carrying out sound practices and complying with legal requirements. It also ensures that resource ministries are appropriately monitoring and enforcing forest and range practices legislation.

The Board audits tenure holders and government ministries for compliance with forest and range practices legislation, carries out special investigations and issues reports as appropriate, investigates concerns and complaints from the public, and participates in appeals to the Forest Appeals Commission. The Board's mandate is provided by the *Forest and Range Practices Act* and the *Wildfire Act*.

While the Board operates independently from the Ministry of Forests, Lands and Natural Resource Operations, its budget vote is the responsibility of the Minister. The Board independently reports its accomplishments and priorities through an annual report found at: www.fpb.gov.bc.ca .

Forest Practices Board	2012/13 Restated Estimates	2013/14 Estimates	2014/15 Plan	2015/16 Plan
Operating Expenses ($000)				
Total	3,815	3,815	3,815	3,815
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Total	0	0	0	0

Appendix: Ministry Contact Information

Headquarters
P.O. Box 9361 STN PROV GOVT,
Victoria, B.C., V8W 9M2
Phone: 250 387-1772
Fax: 250 387-3291
www.gov.bc.ca/for/contacts.html

BC Timber Sales – Headquarters
Website: www.for.gov.bc.ca/bcts/
Contacts: www.for.gov.bc.ca/bcts/contact/

Media
Government Communications and Public Engagement
Phone: 250 356-5261

FrontCounter BC:
Call toll free: 1-877-855-3222
Call from outside North America at:
++1-604-586-4400
E-mail: FrontCounterBC@gov.bc.ca
To contact specific offices, please visit:
www.frontcounterbc.gov.bc.ca/

Regional Operations Offices:

Surrey
Suite 200 - 10428 153rd Street, V3R 1E1
Phone: 604 586-4400

Nanaimo
Suite 142, 2080 Labieux Road, V9T 6J9
Phone: 250 751-7220

Smithers
3726 Alfred Avenue, V0J 2N0
Phone: 250 847-7260

Prince George
5th Floor, 1011 4th Avenue, V2L 3H9
Phone: 250 565-6779

Williams Lake
200-640 Borland Street, V2G 4T1
Phone: 250 398-4327

Kamloops
441 Columbia Street, V2C 2T3
Phone: 250 828-4131

Cranbrook
1902 Theatre Road, V1C 7G1
Phone: 250 426-1766

Fort St. John
400 -10003 110 Avenue, V1J 6M7
Phone: 250 787-3411

Appendix: Hyperlinks to Additional Information

Ministry website: www.gov.bc.ca/for/

BC Timber Sales: www.for.gov.bc.ca/bcts/

Canada Starts Here: The BC Jobs Plan: www.bcjobsplan.ca/

Canada Starts Here: The BC Jobs Plan One Year Progress Report:
www.bcjobsplan.ca/wp-content/uploads/BCjobsplan-1-year-Progress-Report.pdf

Climate Adaptation Strategy: www.env.gov.bc.ca/cas/adaptation/index.html

EmergencyManagementBC: www.embc.gov.bc.ca/index.htm

FPInnovations: www.fpinnovations.ca/

GeoBC: geobc.gov.bc.ca/

Integrated Land Resource Registry: archive.ilmb.gov.bc.ca/ilrr/index.htm

Land Based Investment Strategy: www.for.gov.bc.ca/hcp/fia/landbase/

Major Projects BC: www.for.gov.bc.ca/major_projects/

***Our Natural Advantage: Forest Sector Strategy for British Columbia*:**
www.for.gov.bc.ca/mof/forestsectorstrategy/

Wildfire Information: www.bcwildfire.ca www.facebook.com/BCForestFireInfo
twitter.com/BCGovFireInfo

Working Roundtable on Forestry: www.for.gov.bc.ca/mof/Forestry_Roundtable/

Crowns, Agencies, Boards and Commissions associated with the Ministry:

Crowns
Creston Valley Wildlife Management Authority

Major Agencies, Boards and Commissions
Forest Practices Board www.fpb.gov.bc.ca
Timber Export Advisory Committee
Muskwa-Kechika Advisory Board
Mediation and Arbitration Board
Assayers Certification Board of Examiners